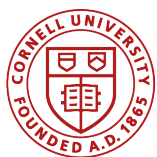


A FIVE-YEAR PLAN
2024—2028



Cornell Brooks
Public Policy

FOUNDING STRATEGIC PRIORITIES

RESEARCH

EDUCATION

ENGAGEMENT



INTRODUCTION

OUR MISSION

The Cornell Jeb E. Brooks School of Public Policy is dedicated to advancing the well-being of all people through the development of new knowledge to solve pressing global policy challenges, rigorous training of the next generation of policy leaders, and active engagement with policymaking around the globe.

OUR CORNELL VALUES

At the Brooks School, we embrace Cornell's six core values that bind us as a university community:

- ▶ Purposeful Discovery
- ▶ Free and Open Inquiry and Discussion
- ▶ A Community of Belonging
- ▶ Exploration across Boundaries
- ▶ Changing Lives through Public Engagement
- ▶ Respect for the Natural Environment

INTRODUCTION

The purpose of our strategic plan is to guide us as we define our strategic priorities in the initial years following the founding of the Brooks School in Fall 2021. As a newly formed community, we have worked collaboratively to develop long-term goals that drive shorter-term actions designed to achieve these strategic priorities.



To meet the challenges of our time, the world requires a new generation of leaders with the skills and drive to tackle the biggest policy problems we face as a global society.

- COLLEEN L. BARRY, BROOKS SCHOOL DEAN



ABOUT THE BROOKS SCHOOL

HISTORY

The Cornell Jeb E. Brooks School of Public Policy was established in September 2021. The School's opening was the culmination of a four-year faculty review focused on how best to integrate and advance the policy teaching and research occurring across the Cornell campus and, in doing so, contribute to elevating excellence in the social sciences. This process was preceded by five decades of discussions about launching a policy school at Cornell. The School was created under the leadership of President Martha Pollack and Provost Michael Kotlikoff with the support of the Cornell University Board of Trustees.

ASPIRATION

At its founding, the aspiration for the Brooks School was to unify Cornell's wide-ranging expertise in policy research, education, and engagement into a single, world-class entity positioned to tackle the complex global policy problems of our time. In the context of the land grant mission of Cornell, the School's faculty explore how government decisions and actions intersect with people's lives and conduct rigorous research to inform policy innovation.

DEGREE PROGRAMS

Nearly 700 students are enrolled in our degree programs in 2024. We offer degree programs at all levels including:

- Undergraduate majors in Public Policy and Health Care Policy
- Residential Master of Health Administration (MHA) and an Executive MHA
- Residential Master of Public Administration (MPA) and an Executive MPA
- PhD in Public Policy through the public policy graduate field

RESEARCH CENTERS & INSTITUTES

The Brooks School is the institutional home of five research centers and institutes:

- Brooks School Tech Policy Institute
- Cornell Center for Health Equity
- Cornell Population Center
- Cornell Program in Infrastructure Policy
- Institute of Politics and Global Affairs

The Brooks School is also home to:

- Cornell in Washington
- Capital Semester in Albany
- The State Policy Advocacy Clinic

▶ ABOUT JEB E. BROOKS & CHERIE WENDELKEN



Jeb E. Brooks, MBA '70, his wife, Cherie Wendelken, and the Brooks Family Foundation provided the generous support to name the School. Jeb was an early advocate for socially responsible investment whose late father taught at Cornell and whose Cornell roots span three generations. Cherie holds a PhD in architectural history from the Massachusetts Institute of Technology and was a Harvard University professor. In 1999, Jeb and Cherie established the Brooks Family Foundation, which focuses on health care, underserved children, and the environment.



OUR PLAN

MAPPING OUR FUTURE

To set a bold future for our new School, we have organized our strategic priorities under three founding pillars and four cross-cutting themes through the lens of our seven areas of policy focus.



The Cornell Brooks School has connected our policy expertise with subject-specific expertise in critical areas.

- MARTHA POLLACK, CORNELL UNIVERSITY PRESIDENT

HOW WE DEVELOPED THE STRATEGIC PLAN

In late summer 2022, the Brooks School's Senior Leadership Team began the process of developing this strategic plan with support from the firm IDEO. IDEO conducted interviews with Brooks School faculty, staff, and students and with Cornell alumni to collect initial perspectives and views related to the scope and content of the plan. Based on this initial period of data collection, the preliminary structure of the plan was developed. In Fall 2022 and Spring 2023, the Senior Leadership Team and program directors held listening sessions with small groups of faculty, staff, students, and alumni to collect additional feedback and reactions to the initial plan structure.

Retreat discussions highlighted the importance of making a collective commitment to developing new revenue streams to support our strategic goals and the importance of integrating functional areas (e.g., admissions, student services, career services, finance, administration) into a coherent structure across formerly separate units while preserving distinctive elements of programs that were now a part of the School. Faculty and staff discussed the inherent challenges in building on the long histories of specific programs, centers, and initiatives in existence prior to the start of the School while setting a broader commitment to an integrated, mission-driven School.

Following the strategic planning retreats in Spring 2023, additional small group discussions offered more opportunities for feedback. In May 2023, a four-member Global Policy Task Force offered preliminary recommendations on how to build out the Brooks School's global policy portfolio through faculty recruitment, additional degree programs, new coursework, and other initiatives. Additionally, the strategic plan framework was discussed in detail with the Brooks School Dean's Advisory Council and with the Brooks School Dean's Student Advisory Council. In December 2023, an initial draft of the plan was circulated to the full staff and faculty of the Brooks School for comment, and the plan was finalized in Spring 2024.



BROOKS SCHOOL FACULTY RETREAT, 2023

Retreats were held with faculty and staff in March and April 2023. Brooks School community members discussed the tradeoff between setting aspirational goals with awareness that we might not achieve everything we set out to do over a 5-year period versus setting realistic goals that we knew we could achieve. There was universal agreement with the notion that we should embrace aspirational “stretch” goals.



BROOKS SCHOOL STAFF RETREAT, 2023

OVERVIEW OF THE STRATEGIC PLAN

We have organized our strategic priorities under three founding pillars and four cross-cutting themes across our seven areas of policy focus.

FOUNDING PILLARS

▶ **PURPOSE-DRIVEN
RESEARCH**

▶ **EDUCATIONAL
EXCELLENCE**

▶ **POLICY
ENGAGEMENT**

CROSS-CUTTING THEMES

 **FOSTER A
THRIVING
COMMUNITY**

 **BUILD AN
ETHOS OF
COLLABORATION**

 **ADVANCE
EQUITY**

 **PRIORITIZE
IMPACT**

AREAS OF POLICY FOCUS

- Data Science and Technology Policy
- Environmental and Sustainability Policy
- Health Policy and Management
- Human Security
- The Politics and Economics of Development
- Race, Racism, and Public Policy
- Social Policy and Inequality

FOUNDING PILLARS

The **three founding pillars** that support our mission as a School are:

PURPOSE-DRIVEN RESEARCH

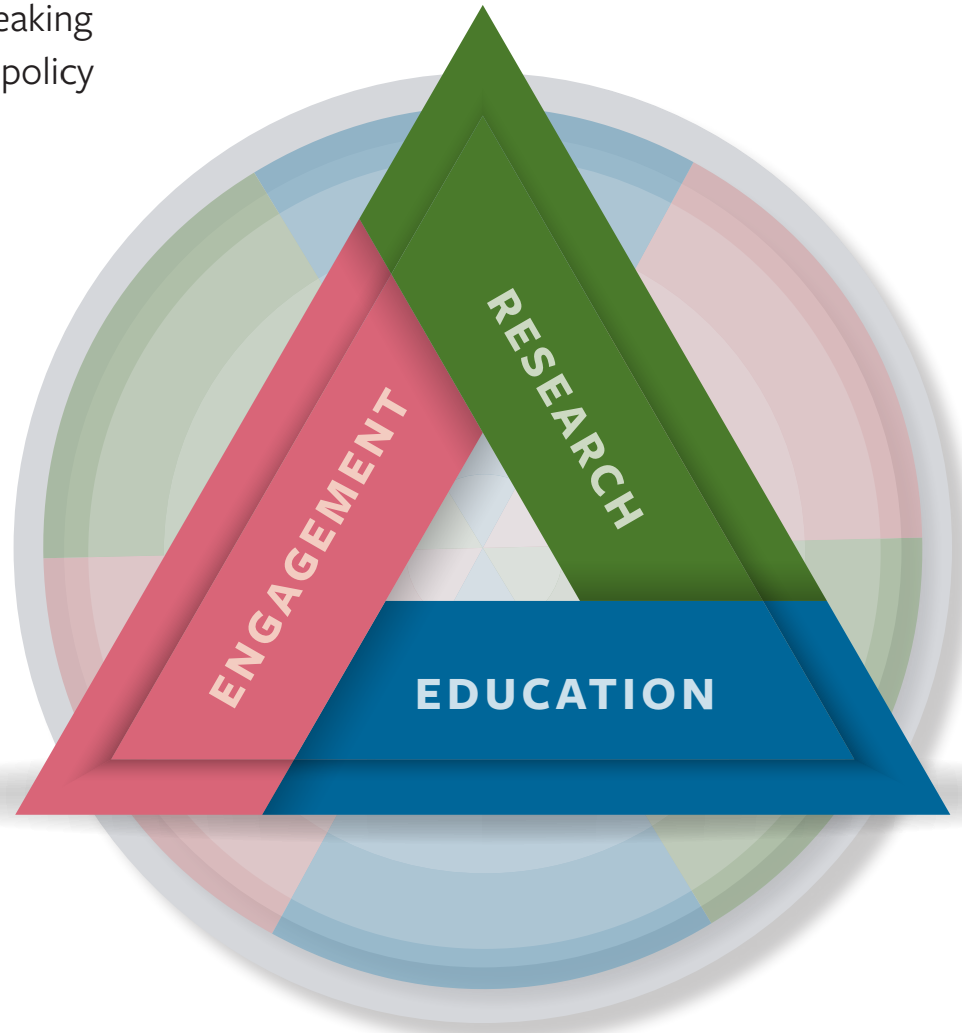
We will conduct rigorous, groundbreaking research to solve the most pressing policy problems facing our global society.

EDUCATIONAL EXCELLENCE

We will educate future leaders with the knowledge and skills to advance innovative public policy and management approaches to improve societal well-being.

POLICY ENGAGEMENT

We will establish a dynamic hub for policy engagement by fostering a collective commitment to research translation, communication of knowledge, community partnerships, and engaged learning.



CROSS-CUTTING THEMES

Our staff, students, and faculty identified **four cross-cutting themes** to guide our collective approach. We are committed to implementing our strategic plan in a manner that allows us to:



FOSTER A THRIVING COMMUNITY

We recognize that our students, staff, faculty, and alumni are all critical contributors to building a world-class policy school, and we aim to create an environment oriented toward high achievement and mutual respect where we all can grow and find purpose in our work.



BUILD AN ETHOS OF COLLABORATION

We will forge dynamic partnerships within Cornell, in New York State, and around the globe to encourage innovative approaches to solve challenging problems and extend the reach of the work being done on our campus.



ADVANCE EQUITY

We will use an equity lens to understand how our decisions and actions break down or reinforce barriers to participation in the activities and achievements of our School, and we will focus attention on research and training approaches that advance equitable solutions to pressing policy problems.



PRIORITIZE IMPACT

We will engage in activities that are most likely to benefit people and communities in large and tangible ways.

STRATEGIC PLAN RUBRIC

COMMUNITY
COLLABORATION
EQUITY
IMPACT

PILLARS

RESEARCH				
EDUCATION				
ENGAGEMENT				

Centering our work around these four cross-cutting themes will help focus us as we weigh the various trade-offs inherent in achieving our goals. For example, as we build our global policy footprint, we will prioritize strategies that are equity-advancing and high impact.

INITIAL AREAS OF POLICY FOCUS

During the planning phase prior to the launch of the Brooks School, its basic contours were established, including the determination that the School would initially focus on seven areas.



▶ **DATA SCIENCE AND TECHNOLOGY POLICY**

Exponential growth in our ability to generate and analyze data and in the production of emerging and disruptive technologies raises critical opportunities and challenges for national and global security, economic development, health care innovation, infrastructure resilience, communications, and the connections between people and their governments. We will guide policymakers and educate students in the development and evaluation of public policies at the intersection of rapidly emerging technologies and society.

▶ **ENVIRONMENTAL AND SUSTAINABILITY POLICY**

There are profound and growing environmental threats facing our society in the U.S. and globally, including global warming, biodiversity loss, extreme heat, pollution, deforestation, sea level rise, flooding, drought, and food and water insecurity. We will guide policymakers and educate students in developing public policy and regulatory approaches to advance solutions to environmental challenges.

▶ **HEALTH POLICY AND MANAGEMENT**

A formidable range of forces affect the health and well-being of populations in the U.S. and globally. Pressing challenges include access to and quality of care, health equity, the social determinants of health, and affordability. We will guide policymakers and educate students in developing innovative solutions to global health challenges related to health care delivery and access, nutrition, addiction, psychological distress, and violence.

▶ **HUMAN SECURITY**

The world's most pressing security challenges – from climate-related forced migration to poverty alleviation, human rights, sustainable development, nuclear proliferation, cybersecurity, and political unrest – require global perspectives and solutions. We will guide policymakers and educate students in understanding and developing approaches to address the interconnected issues related to human security and diplomacy.

▶ **POLITICS AND ECONOMICS OF DEVELOPMENT**

Politics, economics, and the interaction between the two are key to understanding development prospects around the world, including resource allocation, economic wellbeing, equitable infrastructure, food and nutritional security, and environmental sustainability. We will guide policymakers and educate students as they advance data-driven solutions to sustainable development and direct resource allocation to improve people's lives around the globe.

▶ **RACE, RACISM, AND PUBLIC POLICY**

Enduring systemic racism has profound and continued repercussions for social, economic, and political life in the U.S. and globally. It is critical to explore the role of public policy in producing, perpetuating, and addressing racism and related forms of injustice – both past and present. We will guide policymakers and educate students to advance human rights and develop the knowledge and skills to create more just and equitable policies and public institutions.

▶ **SOCIAL POLICY AND INEQUALITY**

Rising income and wealth inequality erode trust in public institutions, create barriers to economic and social mobility, and undermine democratic governance. Social policy can address inequality through a range of vital systems, including child and family welfare, immigration, education, housing, employment, and legal institutions. We will guide policymakers and educate students as they develop new approaches to strengthen the social safety net and combat economic inequality.



OUR GOALS

To achieve our goals, we organized action plans for each of our three founding pillars and four cross-cutting themes.



Institutions endure and the founding ideas and values of the people who were there at the start matter.

- COLLEEN L. BARRY, BROOKS SCHOOL DEAN

IMPLEMENTATION OF THE STRATEGIC PLAN

Founding Pillars → Goals → Actions → Metrics → Outputs → Outcomes

To implement the plan, for each goal and action we will:

- ▶ Set a timeline for achieving it and interim steps if needed
- ▶ Designate an individual or a committee charged with tracking progress
- ▶ Outline specific metrics used to measure change over time
- ▶ Develop a funding plan if additional resources are needed to meet specific goals or actions
- ▶ Assess whether we did what we said we would do (outputs)
- ▶ Evaluate whether our efforts are producing the intended results (outcomes)

USING DATA TO ASSESS PROGRESS

For each goal and action, we will identify data sources for tracking our progress. We will rely on existing university faculty and staff climate surveys and will develop additional School-specific pulse surveys, semi-structured interviews, and focus groups to track our progress. At the student level, we will track admissions and enrollment data, student demographics, financial aid, student advising, and career services data to better align student competencies to curriculum development, student advising supports, and job market needs. We will also track data on faculty extramural research awards. We will develop additional metrics and tracking as needed to assess our progress.

The strategic plan covers a five-year period – 2024 through 2028. We will conduct a mid-point review in 2026 to assess progress on the plan and determine whether we are off-course on specific goals and if mid-cycle adjustments are needed.



PURPOSE-DRIVEN RESEARCH

We will conduct rigorous, groundbreaking research to solve the most pressing policy problems facing our global society.



GOAL 1:

Foster innovative research that responds to pressing policy challenges within our seven areas of policy focus.

Action 1: Hire world-class research scholars oriented toward rigor and impact, who will advance social science-based research excellence in our seven areas of policy focus.

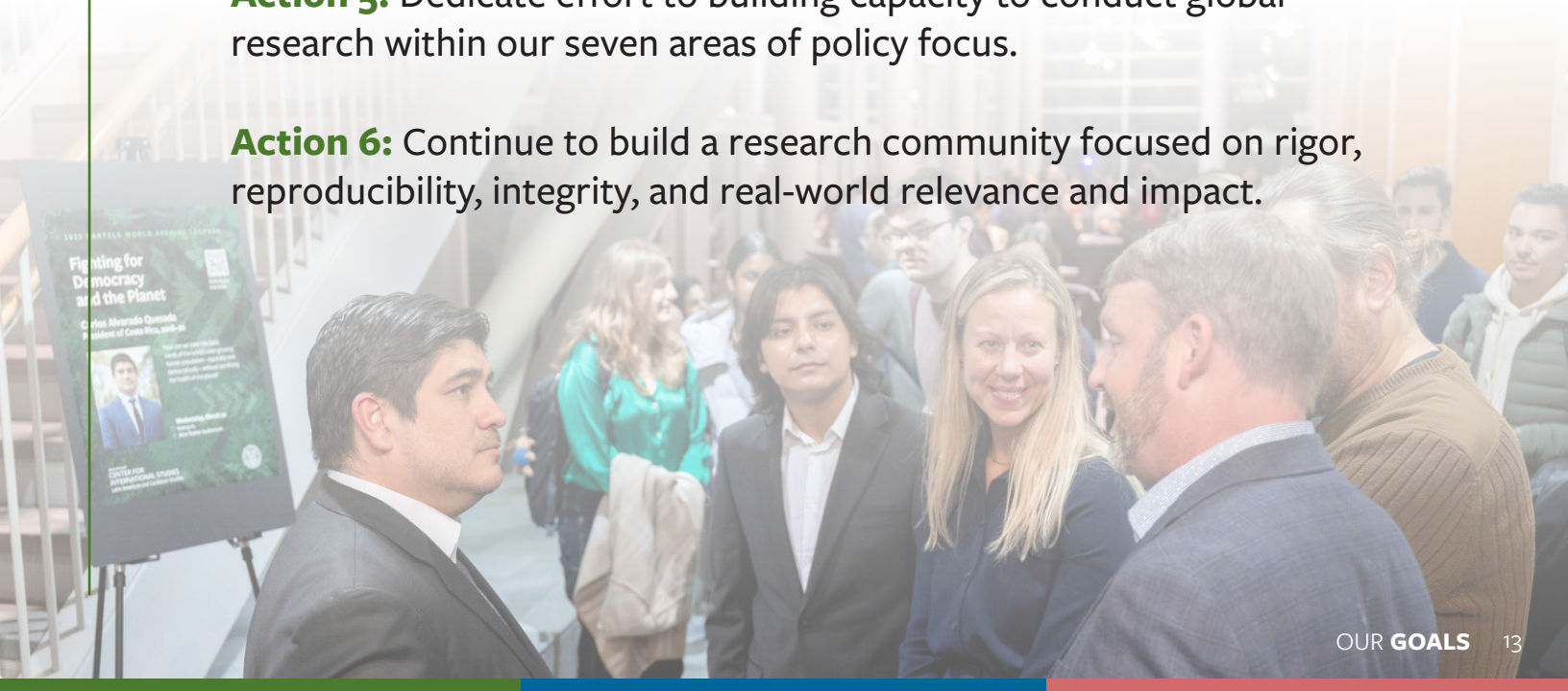
Action 2: Ground policy research in disciplinary excellence and contribute to knowledge within and outside disciplinary boundaries.

Action 3: Build the capacity of our existing research centers and institutes and launch new centers to serve as hubs for high impact, cross-disciplinary policy research.

Action 4: Use innovative, compelling communications and engagement approaches to increase the visibility, impact, and reach of our policy research.

Action 5: Dedicate effort to building capacity to conduct global research within our seven areas of policy focus.

Action 6: Continue to build a research community focused on rigor, reproducibility, integrity, and real-world relevance and impact.





GOAL 2:

Double our Brooks School-wide portfolio of research funded through external grant awards.

Action 1: Prioritize recruitment of new faculty members with significant external grant awards (i.e., federal or foundation awards) or a strong interest in developing grant-funded research portfolios.

Action 2: Develop a robust research infrastructure with pre- and post-award capabilities and grant development mechanisms to support faculty interested in growing their grant-funded research portfolios, with attention to new and underrepresented research scholars.

Action 3: Provide time and incentives to faculty who have been awarded external grant funding through course releases and other cost-sharing approaches.

Action 4: Encourage and provide support for the submission of larger scale grant awards (e.g., center awards, training grants).





GOAL 3:

Develop collaborations within Cornell and externally to support policy research.

Action 1: Collaborate with Cornell Center for the Social Sciences (CCSS) to provide our faculty and graduate students with statistical and technical support for rigorous and reproducible methods, data acquisition, archiving, and data security and privacy.

Action 2: Invest in collaborative initiatives with university-wide centers (e.g., Cornell Center for Racial Justice and Equitable Futures, Cornell Atkinson Center for Sustainability, the Lab of Ornithology) and with other colleges/schools on the Cornell campus including those in NYC (i.e., Cornell Tech, Weill Cornell Medicine) to advance research in our seven areas of policy focus and partner on university-wide faculty recruitment initiatives (i.e., radical collaborations).

Action 3: Invest in partnerships with the Mario Einaudi Center for International Studies and Cornell's Global Hub partners to extend the reach and impact of Brooks' global policy research.

Action 4: Build policy engagement bridges outside Cornell to enhance the impact of our research on the well-being of people living in New York State and beyond.





GOAL 4:

Further strengthen the public policy graduate field and enhance career opportunities for PhD graduates.

Action 1: Establish a standard PhD funding package to increase within-program equity and to better compete with top public policy doctoral programs.

Action 2: Identify new funding sources to expand the size and diversity of the PhD program as we grow our faculty and programs.

Action 3: Strengthen public policy doctoral training through the development of new advanced coursework, enhanced professional development and career services, and other mechanisms.

Action 4: Strengthen partnerships with social science disciplines to offer collaborative training opportunities, including joint doctoral training programs.





GOAL 5:

Contribute to the development of pipeline programs aimed at building a next generation of leading policy research scholars.

Action 1: Initiate pipeline programs to train a larger, more diverse pool of emerging scholars interested in careers in the policy research field (e.g., NextGenPop for undergraduates, postdoc programs).

Action 2: Develop more robust pipeline opportunities and funding sources, including grants and philanthropy, to support our undergraduates interested in conducting faculty-led policy research.

Action 3: Develop and host professional development programs for emerging policy research scholars, including methods and grant development workshops and trainings (e.g., ethical conduct of research with human subjects, writing for policy impact), and research support mechanisms (e.g., writing accountability groups, research hives).





EDUCATIONAL EXCELLENCE

We will educate future leaders with the knowledge and skills to advance innovative public policy and management approaches to improve societal well-being.



GOAL 1:

Create a student body of talented, promising current and future leaders.

Action 1: Expand our educational offerings, and recruitment and outreach approaches to attract high-achieving and purpose-driven students with the talent and skills to make a positive difference in the world through their careers.

Action 2: Provide specialized, high-quality support for our students' educational and career success across all degree levels through the development of fully integrated and robust admissions, student services, and career management services.

Action 3: Develop peer-to-peer and alumni mentoring pathways to enhance achievement, foster connection and belonging among students, and support career development.

Action 4: Develop and invest in curricular and extra-curricular programming for students that supports belonging and attracts talented public policy and management students.





GOAL 2:

Develop new degree programs in strategic areas and enhance existing degrees.

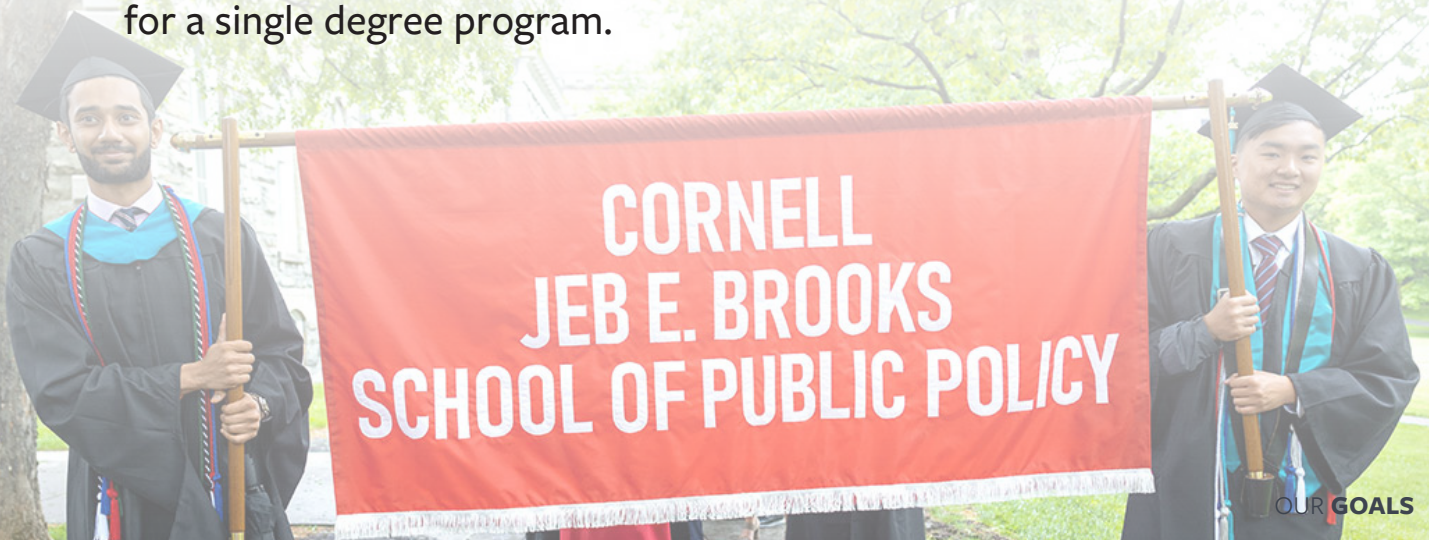
Action 1: Successfully launch new masters degree programs in areas of strategic opportunity including environmental and sustainability policy, data science and tech policy, and global policy and leadership.

Action 2: Redesign our public administration degree programs to align closely with the vision and areas of strength within the School.

Action 3: Develop strategic partnerships around campus to support joint or collaborative degree offerings, including educational pathways for non-traditional students (e.g., mid-career students, students who are currently or were formerly incarcerated, students who are refugees).

Action 4: Evolve degree requirements and course offerings across all programs to align with the vision and focal areas of the School (e.g., more global policy course offerings) and our aspiration to train purpose-driven leaders.

Action 5: Integrate faculty instruction across degree programs to move away from an approach where individual faculty members teach exclusively for a single degree program.





GOAL 3:

Explore development of innovative non-degree program offerings.

Action 1: Pursue opportunities for expanding non-degree policy offerings targeting high school students to generate excitement about career paths in public policy.

Action 2: Develop new, online non-degree certificate offerings and enterprise (e.g., employer-based) educational offerings in partnership with e-Cornell.

Action 3: Explore approaches to cross-pollinate between residential and executive programmatic offerings (e.g., course offerings, student connections, alumni engagement).





GOAL 4:

Identify philanthropic sources to increase the affordability of our degree and non-degree offerings and broaden our engaged learning opportunities.

Action 1: Highlight the importance of undergraduate affordability, merit-based scholarships for professional masters degrees, PhD fundraising priorities, and support for engaged learning opportunities in Brooks School philanthropic campaign materials and conversations.

Action 2: Collaborate with university-based gift officers to fundraise for donor gifts focused on degree affordability and engaged learning.





POLICY ENGAGEMENT

We will establish a dynamic hub for policy engagement by fostering a collective commitment to research translation, communication of knowledge, community partnerships, and engaged learning.



GOAL 1:

Ensure that faculty have resources, training, support, and encouragement for policy engagement related to their research and teaching.

Action 1: Facilitate professional development opportunities to support Brooks School faculty in gaining the knowledge and skills to build their capacity for robust policy engagement connected to research and teaching.

Action 2: Develop an engaged fellows initiative to support faculty with a strong interest in building a robust policy engagement capacity that includes dedicated mentoring and other supports.

Action 3: Increase awareness about the purposes, types, and benefits of policy engagement among Cornell faculty by offering policy engagement learning opportunities.





GOAL 2:

Ensure that every Brooks School student has real-world public policy and management engaged learning experiences as a core component of their studies.

Action 1: Provide engaged learning opportunities for every Brooks School student by increasing engaged learning course offerings; building partnerships with the Cornell Global Hubs; increasing enrollment in Cornell in Washington, the Brooks State Policy Advocacy Clinic, and the Capital Semester in Albany; and fostering engaged learning initiatives through our centers and institutes.

Action 2: Work with Brooks School faculty to assess current curricular offerings and identify ways of supporting faculty in incorporating policy engagement into their courses.

Action 3: Provide deeper, extended engagement opportunities for Brooks School students with an interest in more intensive policy engagement.

Action 4: Equip Brooks School PhD students with opportunities for learning and thinking about public engagement (e.g., seminar series).

Action 5: Identify and pursue philanthropic and grant based funding to support student policy engagement opportunities (e.g., summer policy-related internships).





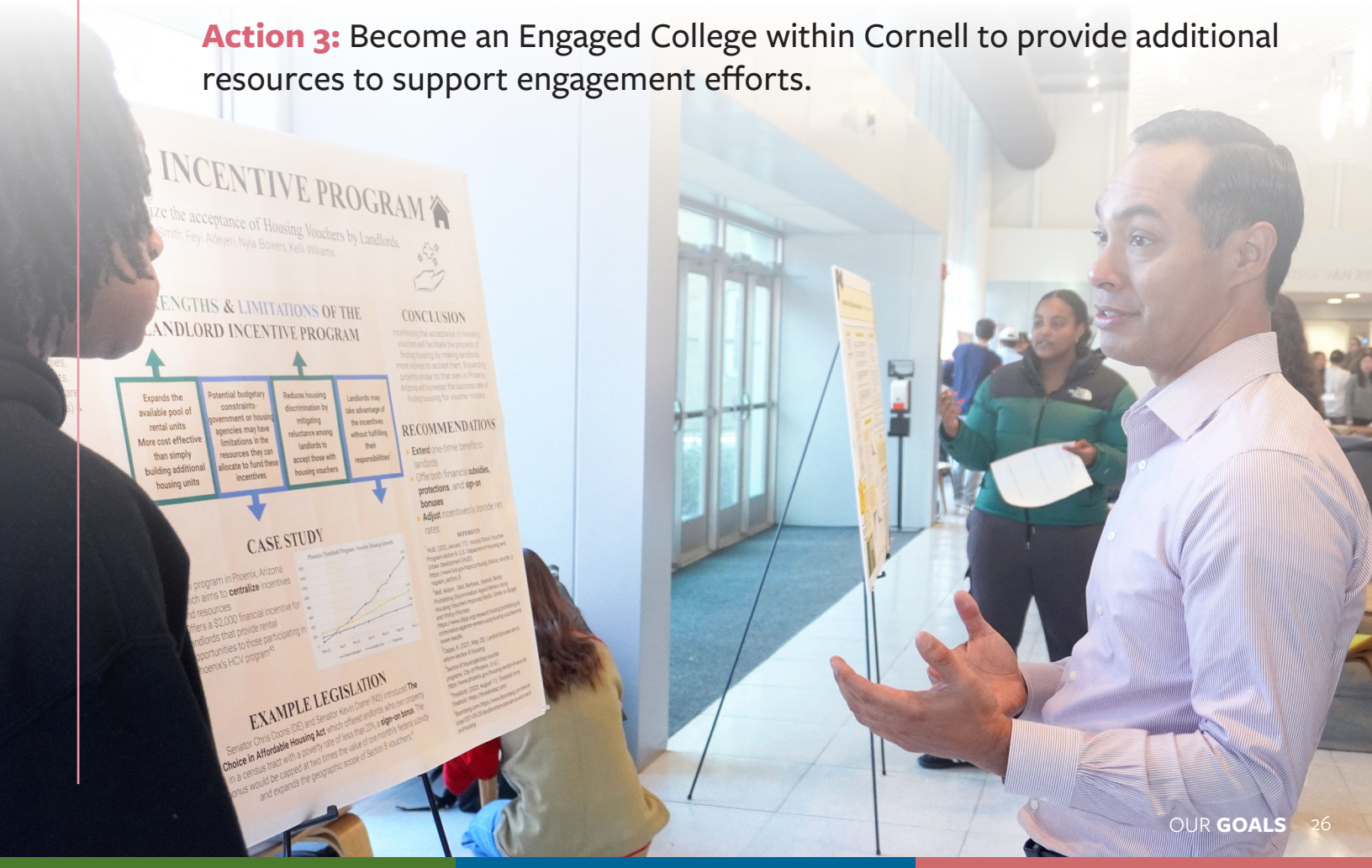
GOAL 3:

Establish a policy engagement infrastructure to support initiatives and programs to facilitate policy engagement across the Brooks School community and across campus.

Action 1: Build the distinguished policy fellows program that brings high profile policy leaders (including from outside the U.S.) and other changemakers to campus.

Action 2: Build a community partnership network of policy advocacy organizations across the country and within New York State to scaffold engagement between Brooks School faculty, students, and a consistent group of organizations.

Action 3: Become an Engaged College within Cornell to provide additional resources to support engagement efforts.





CROSS-CUTTING THEMES

As we work collectively to advance our strategic goals, we will do so in a manner that allows us to prioritize:

-  **FOSTERING A THRIVING COMMUNITY**
-  **BUILDING AN ETHOS OF COLLABORATION**
-  **ADVANCING EQUITY**
-  **PRIORITIZING IMPACT**

These four cross-cutting themes will influence how we make decisions and weigh trade-offs during the early years of our School.



We recognize that our students, staff, faculty, and alumni are all critical contributors to building a world-class policy school, and we aim to create an environment oriented toward high achievement and mutual respect where we all can grow and find purpose in our work.

Action 1: Develop a shared commitment to building a world-class policy school, and highlight how each member of our community has a unique, important contribution to make in support of the long-term success of the Brooks School.

Action 2: Create a learning community at the Brooks School that hones our ability to engage in civil discourse and informed dialogue across differing views and builds our capacity to be thoughtful, purpose-driven leaders.

Action 3: Contribute to increasing awareness and excitement about the Brooks School as Cornell's newest School with alumni and with individuals and organizations outside Cornell.

Action 4: Invest in robust mentoring, coaching, training, and leadership development approaches to support staff, faculty, and students to achieve professional goals and continue to grow and learn.

Action 5: Prioritize internal communication to ensure transparency, break down silos, and improve information sharing and connections between people in different units within the School.





We will forge dynamic partnerships within Cornell, in New York State, and around the globe that encourage innovative approaches to solve challenging problems and extend the reach of the work being done on our campus.

Action 1: Develop partnerships with other units within Cornell (e.g., departments and colleges) to facilitate faculty recruitment, build scholarly initiatives (e.g., new centers or institutes), and strengthen policy engagement activities.

Action 2: Build a robust network of mutually beneficial, long-term organizational partnerships outside Cornell to facilitate high impact research and engaged learning.

Action 3: Identify an initial approach to collaborating with a subset (i.e., 1 to 3) of Cornell's Global Hub partner universities.

Action 4: Foster a culture of collaboration among our students to encourage them to make strong peer connections within and across degree programs and to build this skillset for their future careers.





ADVANCING EQUITY

We will use an equity lens to understand how our decisions and actions break down or reinforce barriers to participation in the activities and achievements of our School, and we will focus attention on research and training approaches that advance equitable solutions to policy problems.

Action 1: Adopt policies and practices for faculty and staff recruitment and retention and student enrollment that combat bias and support broadening the diversity of our School.

Action 2: Build staff expertise in recruiting and supporting a diverse student population.

Action 3: Prioritize and expand policy-related research, education, and engagement initiatives that can improve equity (e.g., via new curricular offerings and student engagement opportunities, the State Policy Advocacy Clinic, the Cornell Center for Health Equity, Cornell Population Center) and build collaborations (e.g., Cornell Center for Racial Justice and Equitable Futures) that reinforce this focus.

Action 4: Offer regular trainings and other learning opportunities to advance knowledge in how to build a more inclusive community.





PRIORITIZING IMPACT

We will engage in activities that are most likely to improve societal wellbeing in large and tangible ways.

Action 1: Recruit and retain faculty conducting high impact research and teaching with the potential to lead to positive policy change at a meaningful scale.

Action 2: Focus on policy impact in the classroom and in engaged learning settings.

Action 3: Inspire all of our students to pursue high impact careers and offer them high quality career services capabilities to support them to achieve their goals.

Action 4: Effectively communicate research findings to maximize impact.

Action 5: Conduct research in connection with decision makers including policymakers, community groups, grant-making organizations, and others to increase the likelihood that scholarship contributes meaningfully to solving policy problems.





OUR FUTURE

LOOKING AHEAD

With this plan, we aim to chart a course for success in the early years of the Cornell Jeb E. Brooks School of Public Policy. Drawing on the impressive strengths of the programs and people who make up the School, we are committed to conducting rigorous, groundbreaking research to solve the most pressing policy problems facing our global society, educating future leaders who can improve societal well-being, and serving as a dynamic hub for policy engagement on the Cornell campus. We intend to advance these strategic priorities over the next five years in a manner that fosters a thriving academic community, builds an ethos of collaboration, advances equity, and prioritizes impact. We anticipate rapid movement forward on our strategic priorities given the energy and dynamism inherent in this “start-up” phase following the creation of the Brooks School.



Now, more than ever, forward-looking leadership in public policy is essential and the Brooks School is dedicated to responding to the challenges ahead.

- COLLEEN L. BARRY, BROOKS SCHOOL DEAN